

AGENCY STRATEGIC PLAN
FOR THE FISCAL YEARS
2003-2007

BY

Arkansas Department of Community Correction

FUNCTIONAL AREA: PUBLIC SAFETY

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STRATEGIC PLAN

Agency Name	Arkansas Department of Community Correction
Agency Mission Statement: “To promote public safety and a crime-free lifestyle by providing community-based sanctions in a cost-effective manner, and enforcing State laws and court mandates in the supervision of adult offenders remanded to the Department of Community Correction.”	

AGENCY GOAL 1: To provide appropriate and effective supervision of offenders in the community.

AGENCY GOAL 2: To provide for the confinement, care, control and treatment of offenders sentenced to or confined in community correction centers in an adequate, safe and secure environment.

AGENCY GOAL 3: To develop and implement sanctions, programs and services needed to function within the scope of the mission.

AGENCY GOAL 4: To improve staff recruiting, retention and training efforts.

Agency Name	Arkansas Department of Community Correction
Program	SANCTIONS, SERVICES and TREATMENT PROGRAMS
Program Authorization	A.C.A. §§ 12-27-124 - 12-27-134; , §§ 16-93-1202 - 16-93-1210; §§ 16-93-1301 - 16-93-1302.
Program Definition	Community-based, residential and nonresidential correctional programs, sanctions and services designed to address issues surrounding the behavior which resulted in admission to the correctional system.
AGENCY GOAL#s 2, 3 & 4	2) To provide care, confinement and treatment of offenders sentenced to or confined in community correction centers in an adequate, safe and secure environment. 3) To develop and implement sanctions, programs and services needed to function within the scope of the mission. 4) To improve staff recruiting, retention, and training efforts.
Anticipated Funding Sources	General, special revenue and federal grant, and drug forfeiture funds.

PROGRAM GOAL 1: To provide effective intensified, residential, community-based sanctions in a therapeutic environment as an alternative to traditional prison.

Objective A: To operate residential correctional centers.

Strategy:

1. Institutional Operations (security, housing, food, clothing, equipment, etc.) of four community correctional centers that operate within therapeutic communities. They house non-violent offenders sentenced/placed by the courts for the purpose of treatment or behavior modification.
2. Medical and mental health care - provided to the residential population of the community correction centers and technical violators program to maintain best practices in meeting correctional health standards dealing with care and custody.
3. Treatment Programs - staff, materials, equipment and supplies necessary to maintain licensure, certification and/or accreditation of the treatment and education components of the four community correctional centers.
4. Technical violators program.- Correctional facility to be established to house (60 days) offenders who are revoked and sent to the Dept. of Correction for technical violation of their conditions of community supervision.

PROGRAM GOAL 2: To develop and administer an effective continuum of intensified, non-residential, community-based sanctions, programs, and services needed to effectively address behavior problems, risks and needs of offenders under community supervision.

Objective A: To establish and maintain a continuum of sanctions, services and treatment programs.

- Strategy:**
1. Drug Courts (existing/expansion) - Program established to provide intensive supervision and structure of out-patient treatment and supervision of persons placed on probation for drug or related crimes to address offender substance abuse issues.
 2. Day Reporting Centers (existing/expansion) - One-stop centers that serve as sanctions for noncompliance with community supervision conditions, provide services and programs that Meet offenders needs (e.g. self-help - life skills, parenting, GED, literacy, employment).
 3. Specialized caseloads for sex offender management - Program to provide more intensive supervision and services to reduce repeat victimization by sex offenders.
 4. SAPL Program (existing/expansion) - A program to provide statewide outpatient counseling services to substance abusing offenders under community supervision.

STRATEGIC PLAN

Agency Name	Arkansas Department of Community Correction
	SANCTIONS, SERVICES and TREATMENT PROGRAMS

PERFORMANCE MEASURES: (Effort, Output, Outcome, And/or Efficiency)

DESCRIPTION	METHODS AND SOURCES USED OBTAINING DATA	FISCAL YR 2003	FISCAL YR 2004	FISCAL YR 2005	FISCAL YR 2006	FISCAL YR 2007
Program Goal 1, A: Residential Correction Centers	Measured by # beds; # walk-aways from community centers; # resident assaults with weapons; % neg. resident random drug test results; % ASP referrals of felony crime incidents; monetary benefits to the community; # residents in primary program of need; %/# on waiting list for programs; # resident received & oriented; # excessive use of force incidents; average cost per day/per offender; treatment bed (counselor) staff ratio; # program plans/assessments in 90 days; #participating in GED (CCCs); # completing voc. ed. Progs. (CCCs); accred./certification/licensure audit result; offender lawsuits w/financial award; and % suicide incidents responded to timely.	965 10-15 1-10 95% 100% 10,000 CS Hrs. 90% 10% 100% 3 or less \$42.00 1-25 99% 90% of required 4% accred. license, certifications 0-5 100%	965+425=1390 10-20 1-10 95% 100% 10,000 CS Hrs. 90% 10% 100% 3 or less \$43.26 1-25 99% 90% of required 4% accred. license, certifications 0-5 100%	1390+75=1465 10-25 1-10 95% 100% 10,000 CS Hrs. 90% 10% 100% 3 or less \$44.56 1-25 99% 90% of required 4% reaccreditation, license & cert. 0-5 100%	1465 10-20 1-10 95% 100% 10,000 CS Hrs. 90% 10% 100% 3 or less \$45.90 1-25 99% 90% of required 4% accred. license, certifications 0-5 100%	1465 10-20 1-10 95% 100% 10,000 CS hrs. 90% 10% 100% 3 or less \$47.28 1-25 99% 90% of required 4% accred. license, certifications 0-5 100%
Program Goal 2, A: Continuum of programs	# program plans/assessments in 90 days; % in program that meets primary need; % testing positive for drugs; Counselor to offender ratio (P/P only); # participating in literacy programs; # drug courts available; # day reporting centers available; and special/caseload sex offender/officer ratio (1-25).	75% 75% less than 20% 1-150 95% of referred 7 2 2	90% 90% less than 20% 1-100 95% of referred 20 7 4	100% 90% less than 20% 1-100 95% of referred 27 7 5	100% 90% less than 20% 1-100 95% of referred 27 7 6	100% 90% less than 20% 1-100 95%/ referred 27 7 7

Agency Name	Arkansas Department of Community Correction
Program	PROBATION/PAROLE COMMUNITY SUPERVISION PROGRAMS
Program Authorization	A.C.A. §§ 12-27-124 - 12-27-134; , §§ 16-93-1202 - 16-93-1210; §§ 16-93-1301 - 16-93-1302. 1205.
Program Definition	Supervision of parolees and adult probationers in the community, enforcing terms and conditions imposed, addressing offender needs, assisting them in becoming law-abiding members of society, while assessing risks and promoting public safety.
AGENCY GOAL#s 1 & 4	1) To provide appropriate and effective supervision of offenders in the community; and 4) To improve staff recruiting, retention and training efforts.
Anticipated Program Funding Sources	General and special (fee collections) revenues, federal grant funds.

PROGRAM GOAL 1: To improve the quality of community supervision, staff and public safety.

Objective A: To provide effective community supervision services.

Strategy: 1. Probation and Parole Supervision Operations provides for basic supervision and caseload management of offenders placed on probation by the courts, released from the Department of Correction by the Post Prison Transfer Board to community supervision, and transfers to Arkansas supervision through the Interstate Compact.

STRATEGIC PLAN

PHASE I AGENCY REQUIREMENT

Agency Name	Arkansas Department of Community Correction
Program	PROBATION/PAROLE COMMUNITY SUPERVISION PROGRAM

PERFORMANCE MEASURES: (Effort, Output, Outcome, And/or Efficiency)

DESCRIPTION	METHODS AND SOURCES USED OBTAINING DATA	FISCAL YEAR 2003	FISCAL YEAR 2004	FISCAL YEAR 2005	FISCAL YEAR 2006	FISCAL YEAR 2007
Program Goal 1, A: Community Supervision	Offender status 3 yrs. into supervision revoked incarcerated for new crimes; % of ordered supervision fees collected; cost of supervision per day/per offender; officer/offender ratio; supervisor/staff ratio; and offender lawsuits w/financial award.	35% 60% under \$3.00 1-154 1-10 0-5	30% 60% under \$3.00 1-100 1-10 0-5	30% 60% under \$3.00 1-100 1-10 0-5	30% 60% under \$3.00 1-90 1-10 0-5	30% 60% under \$3.00 1-90 1-10 0-5

Agency Name	Arkansas Department of Community Correction
Program	ADMINISTRATION AND SUPPORT SERVICES PROGRAM
Program Authorization	A.C.A. §§ 12-27-124 - 12-27-134; , §§ 16-93-1202 - 16-93-1210; §§ 16-93-1301 - 16-93-1302.
Program Definition	To promote public safety and a crime-free lifestyle by providing community-based sanctions in a cost-effective manner, and enforcing State laws and court mandates in the supervision of adult offenders remanded to the Department of Community Correction.
AGENCY GOAL #s 1,2,3 & 4	1) To provide appropriate and effective supervision of offenders in the community. 2) To provide confinement, care, control and treatment of offenders sentenced to or confined in community correction centers in an adequate, safe and secure environment. 3) To develop and implement sanctions, programs and services needed to function within the scope of the mission. 4) To improve staff recruiting, retention and training efforts.
Anticipated Program Funding Sources	General and special revenues, federal grants funds.

PROGRAM GOAL 1: Administer/oversee, provide general direction to more than 800 staff who provide direct supervision and referral services to offenders assigned to adult probation/parole community supervision and who provide direct care, control, treatment and confinement of residents of correctional centers.

Objective A: To provide executive leadership, administration, support, compliance, accreditation, etc. for services provided to approximately 40,000 offenders on probation/parole supervision at 50 field offices and confined in four community correctional centers.

Strategy: 1. Maintain administrative, technical, fiscal, and legal support to the probation/parole community supervision and community correction center programs.

2. Expand proportionate to the growth of probation/parole community supervision and community correction center programs.

Objective B: To develop and maintain an automated offender tracking system to establish and improve communications.

Strategy: 1. Continuous upgrade of technology/hardware/software.

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PHASE I AGENCY REQUIREMENT

Agency Name	Arkansas Department of Community Correction
Program	ADMINISTRATION AND SUPPORT SERVICES PROGRAM

PERFORMANCE MEASURES: (Effort, Output, Outcome, And/or Efficiency)

DESCRIPTION	METHODS AND SOURCES USED OBTAINING DATA	FISCAL YEAR 2003	FISCAL YEAR 2004	FISCAL YEAR 2005	FISCAL YEAR 2006	FISCAL YEAR 2007
Program Goal 1, A: Central Administration	% of Administration staff & budget compared to overall agency positions and budget; employee lawsuits w/financial award; # prior year audit findings repeated in subsequent audit;	10% or under 0-5 3	10% or under 0-5 2	10% or under 0-5 1	10% or under 0-5 0	10% or under 0-5 0
Program Goal 2, B: Operate Technology Plan	Measured by % IT budget represents of total agency budget; # Information systems DCC maintains or contracts; and IT Plan progress;.	8% 2 100%	8% 2 100%	8% 2 100%	8% 2 100%	8% 2 100%